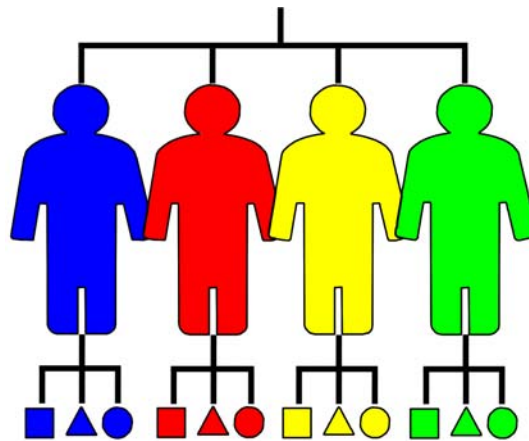




# PHICS

## Volume II: Appendices



## PUBLIC HEALTH INCIDENT COMMAND SYSTEM



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**APPENDIX 1: SAMPLE JOB ACTION SHEETS**

This complete set of JAS, organized by unit, represents what might be developed within a medium-sized local public health agency that has typical communicable and chronic disease programs, environmental health responsibilities, but is not the local mental health authority. Not all will be useful in every agency, and there may

well be functional roles not included in this sample set. They provide a starting point, however, for an agency developing a complete public health incident command system and wanting documentation of the functional roles that might be expected of staff.

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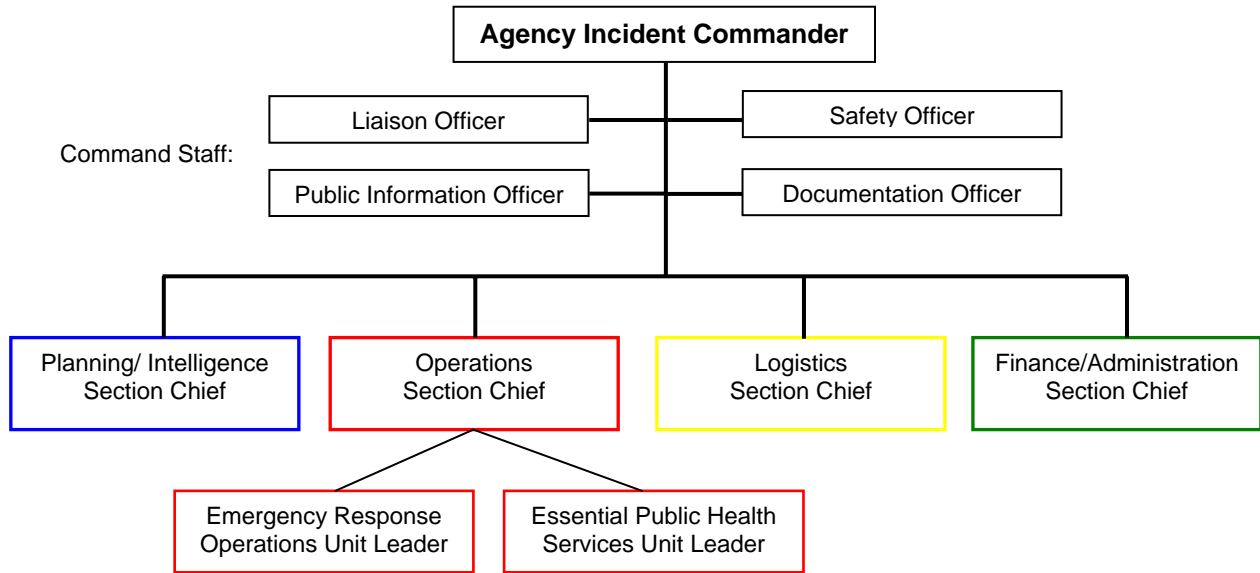
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ORGANIZATION TREES

# Public Health Emergency Response ICS Organization Tree

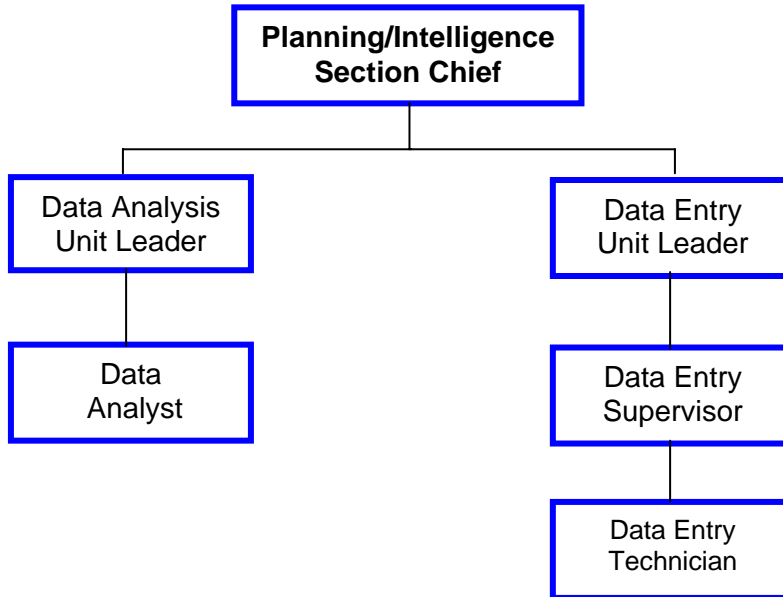
## Command Level





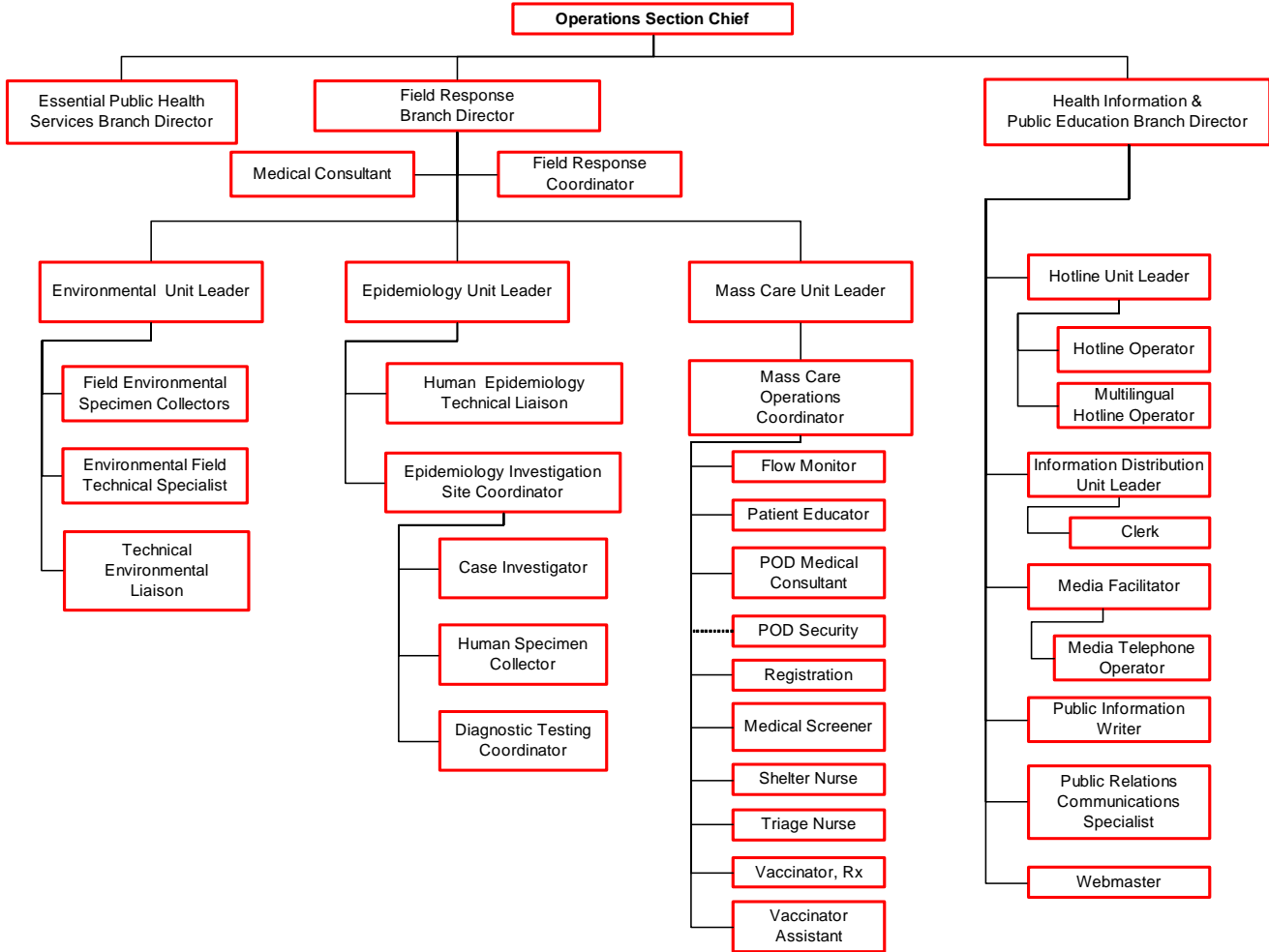
# Public Health Emergency Response ICS Organization Tree

## Planning/Intelligence Section



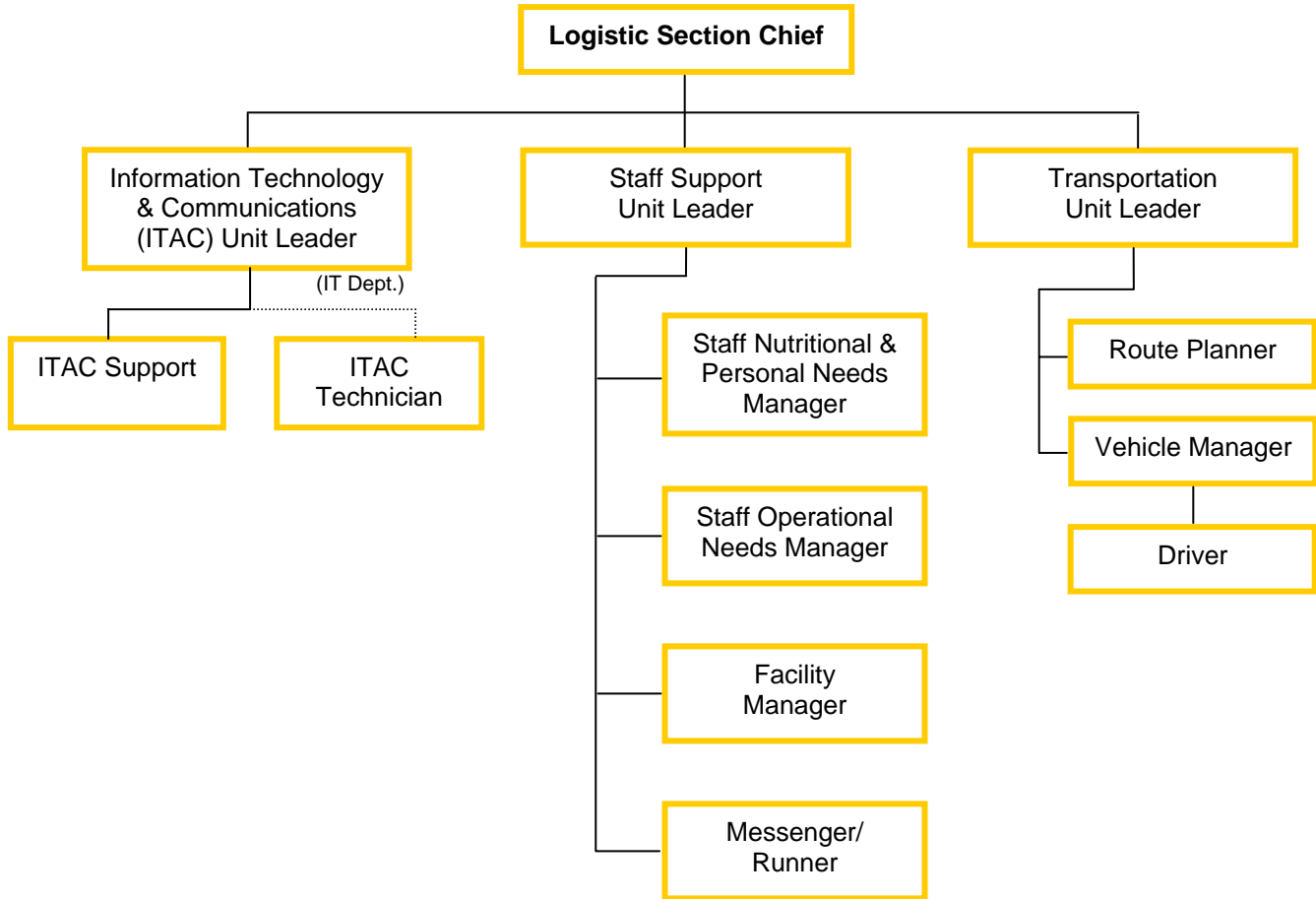
# Public Health Emergency Response ICS Organization Tree

## Operations Section



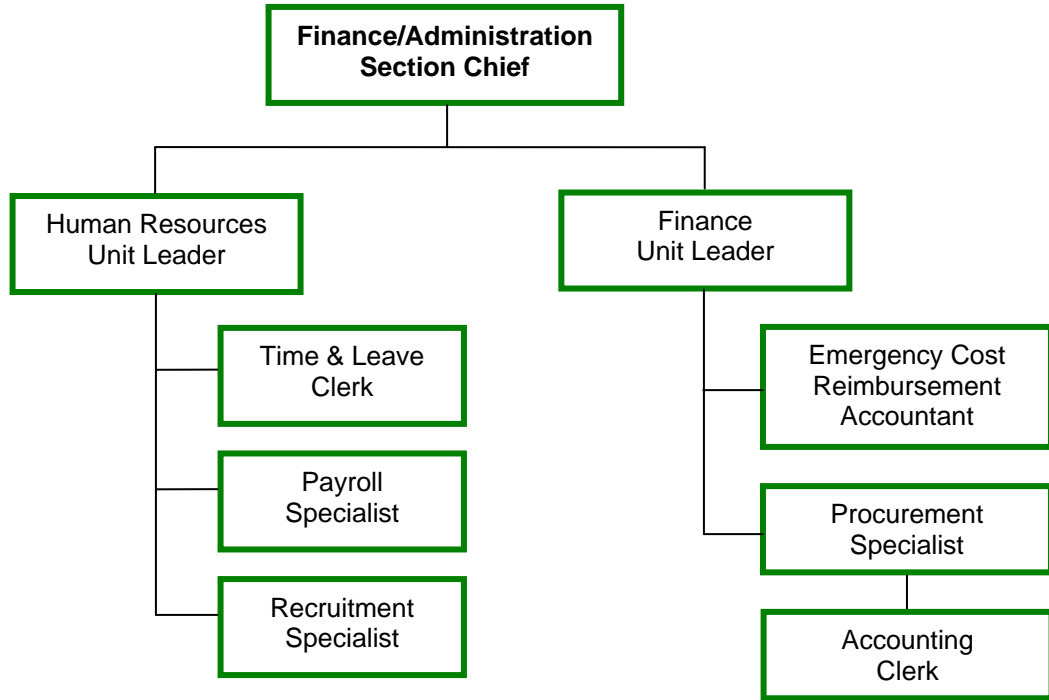
# Public Health Emergency Response ICS Organization Tree

## Logistics Section



# Public Health Emergency Response ICS Organization Tree

## Finance/Administration Section



# **JOB ACTION SHEETS**

## **COMMAND LEVEL**

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Command Staff*

**[Agency] Incident Commander**

**Reports to:** County Executive and/or chief health official

**Mission:** *Organize and direct health department's Emergency Operations Center (EOC). Give overall direction for emergency response and operation.*

**Immediate:**

- Read this entire Job Action Sheet.
- Obtain a full briefing of the incident.
- Appoint all Command Staff and Section Chiefs that are required for this response and establish assistants; distribute the section packets which contain: Job Action Sheets for each position and any forms pertinent to section and positions.
- Assign someone as Documentation Officer.
- Appoint person to be responsible for maintaining essential day-to-day services.
- Activate the health department Incident Command Center.
- Confer with Command Staff, section chiefs and consultants and develop an Incident Action Plan (IAP) for a defined period of time, establishing priorities (Section Chiefs will communicate IAP to each section and pertinent consultants).
- Confer with Section Chiefs to identify and consider necessary health department services.
- Consider and assign communication responsibilities to agency staff, external agencies and public and media.
- Assure that contact has been established and resource information shared with relevant external agencies.
- 

**Intermediate:**

- Authorize resources as needed or requested by Section Chiefs, through the Finance/Administration Section Chief.
- Designate routine briefings schedule with Section Chiefs to receive status reports and update the action plan regarding the continuance and/or termination of the action plan.
- Maintain contact with relevant agencies.
- Approve media releases submitted by the Public Information Officer (PIO).
- 

**Extended:**

- Observe all staff for status and signs of stress.
- Provide for rest periods for staff.
- Prepare end of shift report and update with incident tracking board and present to chief health official, County Executive and oncoming Agency Incident Commander.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Command Staff*

**Liaison Officer**

**Reports to:** Agency Incident Commander

**Mission:** *Function as incident contact person for representatives from other agencies.*

**Immediate:**

- Receive appointment from Agency Incident Commander.
- Read this entire Job Action Sheet and review organizational chart.
- Obtain briefing from Agency Incident Commander and participate in planning meetings to formulate and evaluate the Incident Action Plan (IAP).
- Establish contact with liaison counterparts of each assisting and cooperating agency.
- Keep the chief health official and other agencies and organizations updated on changes in response to incident.
- 

**Intermediate:**

- Respond to requests and complaints from incident personnel regarding inter-agency issues.
- Relay any special information obtained to appropriate personnel in the receiving facility (e.g., information regarding toxic decontamination or any special emergency conditions).
- Keep agencies supporting the incident aware of the incident status.
- Monitor the incident to identify current or potential inter-organizational problems.
- 

**Extended:**

- Maintain a list of all assisting agencies including their resource availability.
- Observe all staff for signs of stress. Report issues to the Safety Officer.
- Provide rest periods and relief for staff.
- Prepare end of shift report and present to oncoming Liaison Officer.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

Command Staff

**Safety Officer**

**Reports to:** Agency Incident Commander

**Mission:** *Develop and recommend measures for assuring health department personnel safety (including psychological and physical), and to assess and/or anticipate hazardous and unsafe situations.*

**Immediate:**

- Receive appointment from Agency Incident Commander.
- Read this entire Job Action Sheet and review organizational chart.
- Obtain a briefing from Agency Incident Commander.
- Establish Safety Command Post in proximity to the agency Emergency Operations Center (EOC).
- Review the IAP for safety implications.
- 

**Intermediate:**

- Exercise emergency authority to stop and prevent unsafe acts.
- Keep all staff alert to the need to identify and report all hazards and unsafe conditions and ensure that all accidents involving personnel are investigated and actions and observations documented.
- Arrange with Logistics to secure areas all areas as needed to limit unauthorized access.
- Advise the Agency Incident Commander and Section Chiefs immediately of any unsafe, hazardous situation (review Hazardous Materials Plan).
- Establish routine briefings with Agency Incident Commander.
- Establish routine briefings with Finance/Administration Section Chief.
- 

**Extended:**

- Observe all staff, for signs of stress. Report issues to Agency Incident Commander. Provide rest periods and relief for staff.
- Prepare end of shift report and present to oncoming Safety Officer.
-



**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

Command Staff

**Public Information Officer (PIO)**

**Reports to:** Agency Incident Commander

**Mission:** *The department spokesperson and person responsible for releasing information regarding the incident to the media or other agencies and the public. Only one PIO is appointed per incident although assistants may be appointed as necessary.*

**Immediate:**

- Receive appointment from Agency Incident Commander (AIC).
- Read this entire Job Action Sheet and review organizational chart.
- Identify restrictions in contents of news release information from Agency Incident Commander.
- Establish a Public Information area away from Incident Command Post and other activity areas.
- Obtain a full briefing from the AIC regarding the incident and participate in planning meetings to formulate and evaluate the Incident Action Plan (IAP).
- 

**Intermediate:**

- Ensure that all news releases have the approval of the Agency Incident Commander (AIC) and/or chief health official or County PIO.
- Issue an initial incident information report to the news media.
- Inform on-site media of the accessible areas which they may have access to, and those which are restricted.
- Coordinate with Safety Officer.
- Contact other on-scene agencies to coordinate release of information with respective PIOs. Inform Liaison Officer of action.
- Arrange for interviews, teleconferences, video conferences, satellite broadcasts, web site revisions, broadcast faxes, etc., upon approval by AIC or chief health official or County PIO.
- Monitor incident as to the need to modify or change public alerts or risk communications.
- Approve initial and updated scripts for interviews, hotlines and web sites.
- Direct ongoing evaluation of message contents.
- 

**Extended:**

- Review progress reports from Section Chiefs as appropriate.
- Notify media about incident status.
- Observe all staff for signs of stress. Report issues to Safety Officer. Provide rest periods and relief for staff.
- Prepare end of shift report and present to oncoming PIO.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

Command Staff

**Documentation Officer**

**Reports to:** Agency Incident Commander

**Mission:** *Responsible for the maintenance of accurate up-to-date documentation relative to the incident. Incident files will be stored for legal, analytical and historical purposes.*

**Immediate:**

- Receive appointment from Agency Incident Commander.
- Read this entire Job Action Sheet and review organizational chart activated for this event.
- Review Incident Action Plan (IAP).
- Establish a work area within the agency Emergency Operation Center (EOC).
- Arrange for equipment (e.g., LCD projector, laptop) through Logistics Section Chief.
- Arrange for support staff if required.
- Identify important phone numbers from master contact list and give to health education personnel for internal and external distribution.
- 

**Intermediate:**

- Review entries/records for accuracy and completeness.
- Provide for ongoing incident documentation and maintenance of the incident mission board and log.
- Track deadlines for IAP.
- 

**Extended:**

- Store files for post-incident use.
- Review Section Action Plans (SAPs) from Section Chiefs as appropriate.
- Prepare end of shift report and present to oncoming Documentation Officer.
- Plan for the possibility of extended deployment.
-

## **PLANNING / INTELLIGENCE SECTION**

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

Planning/Intelligence

**Planning/Intelligence Section Chief**

**Reports to:** Agency Incident Commander

**Mission:** *Identify and establish data elements and data sources, and implement data collection and analysis procedures so that trends and forecasts can be identified related to the incident. Organize and direct all aspects of Planning/Intelligence Section operations. Ensure the distribution of critical information/data. Compile scenario/resource projections from all section chiefs and perform long range planning. Document and distribute Incident Action Plan and measure/evaluate progress.*

**Immediate:**

- Receive appointment from Agency Incident Commander. Obtain packet containing Section's Job Action Sheets.
- Read this entire Job Action Sheet.
- Obtain briefing from Agency Incident Commander.
- Activate the Planning/Intelligence Section leaders and distribute Job Action Sheets.
- Brief unit leaders after meeting with Agency Incident Commander.
- Determine data elements required by the Incident Action Plan (IAP) and Section Action Plan (SAP).
- Identify and establish access to data sources as needed.
- Communicate all technical support and supply needs to Logistics Section Chief.
- Establish Planning/ Data Collection Center and other data entry sites as needed.
- Ensure standardization of data collection.
- Collect, interpret, and synthesize data regarding status and response of incident and provide reports to Agency Incident Commander.
- 

**Intermediate:**

- Assemble information in support of the IAP and or projections relative to the project.
- 

**Extended:**

- Continue to receive projected activity reports from section chiefs and Planning/Intelligence Section at appropriate intervals.
- Maintain documentations of all actions and decisions on a continual basis – forwards completed unit activity log to Agency Incident Commander.
- Assure all requests for data or plan information/status are routed/documentated through the Public Information Officer (PIO).
- Observe staff for signs of stress. Report issues to Safety Officer. Provide rest periods and relief for staff.
- Prepare end of shift report and present to oncoming Planning/Intelligence Section Chief.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Planning/Intelligence*

**Data Analysis Unit Leader**

**Reports to:** Planning/Intelligence Section Chief

**Mission:** *Ensure accurate and timely analysis and interpretation of data for the incident, including preparation of reports and trend analysis.*

**Immediate:**

- Read this entire Job Action Sheet.
- Obtain briefing from Planning/Intelligence Section Chief.
- Work with Planning/Intelligence Section Chief to select data elements required by the Incident Action Plan (IAP) and the Section Action Plan (SAP) and to determine essential reports.
- Assign specific personnel to interpret data received.
- Assure all data equipment is in working order, and required supplies are available.
- Communicate data analysis equipment needs to Planning/Intelligence Section Chief.
- 

**Intermediate:**

- Maintain communication with data analysis staff to identify issues.
- Communicate to Planning/Intelligence Section Chief any issues with data.
- Maintain a log of all data requests received and staff assigned to each task.
- Immediately report to the Planning/Intelligence Section Chief any issues which can not be resolved by your unit with current resources.
- Notify Planning/Intelligence Section Chief of data that has not been received in a timely or correct fashion.
- Review assembled data and finalize interpretations and reports.
- Compute projections for situation (disaster or response) based upon the data received.
- Communicate report findings and projections to Planning/Intelligence Section Chief.
- 

**Extended:**

- Brief Planning/Intelligence Section Chief on status of data analysis activities.
- Document all actions, decisions, and interventions.
- Prepare end of shift report and present to oncoming Data Analysis Unit Leader.
- Observe all staff for signs of stress, and report concerns to Planning/Intelligence Section Chief.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Planning/Intelligence  
Data Analysis*

**Data Analyst**

**Reports to:** Data Analysis Unit Leader

**Mission:** *Analyze and interpret data and generate reports.*

**Immediate:**

- Read this entire Job Action Sheet.
- Obtain briefing from Data Analysis Unit Leader.
- Review collected data, determine missing elements.
- 

**Intermediate:**

- Analyze collected data.
- Report any problems with data to Data Analysis Unit Leader.
- Generate reports and maps as needed.
- Work with Data Analysis Unit Leader to interpret findings.
- 

**Extended:**

- Communicate and refine results with Data Analysis Leader.
- Conduct trend analysis as needed.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Planning/Intelligence  
Data Entry*

**Data Entry Unit Leader**

**Reports To: Planning/Intelligence Section Chief**

**Mission:** *Ensure the accurate and timely collection of data for the incident by providing overall direction and supervision of data entry staff at all entry sites established.*

**Immediate:**

- Read this entire Job Action Sheet.
- Obtain briefing from Planning/Intelligence Section Chief.
- Review Data Elements required by the Incident Action Plan (IAP) and the Section Action Plan (SAP).
- Assist Planning/Intelligence Section Chief in establishing data entry procedures that ensure data quality and consistency.
- Assign specific personnel to collect, receive, collate or enter data received.
- Communicate established data elements and entry procedures to data entry staff.
- Assure that all data equipment is in working order, and required supplies are available.
- Communicate data equipment needs to Planning/Intelligence Section Chief.
- 

**Intermediate:**

- Maintain communication with Data Entry Unit staff to identify issues.
- Maintain a log of all data requests received and staff assigned to each task.
- Report staffing needs/replacements to Planning/Intelligence Section Chief.
- Immediately report to the Planning/Intelligence Section leader any issues that can not be resolved by your unit with current resources.
- Notify Planning/Intelligence Section Chief of data that has not been received in a timely fashion.
- 

**Extended:**

- Brief Planning/Intelligence Section Chief on status of data collection and unit activities.
- Prepare end of shift report and present to oncoming Agency Incident Commander and the oncoming Data Entry Unit Leader.
- Document all actions, decisions, and interventions.
- Observe staff for signs of stress, and report concerns to Planning/Intelligence Section Chief.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Planning/Intelligence  
Data Entry*

**Data Entry Supervisor**

**Reports to:** Data Entry Unit Leader

**Mission:** *Supervise the collection, collation, and entry of data to ensure quality and consistency of data at one site.*

**Immediate:**

- Read this entire Job Action Sheet.
- Obtain briefing from Data Entry Unit Leader.
- Assess data elements required by the Incident Action Plan (IAP) and the Section Action Plan (SAP).
- Communicate core data elements and procedures to Data Entry Technicians.
- Assure all data equipment is in working order and supplies are available.
- Communicate all supply and equipment needs to Data Entry Unit Leader.
- 

**Intermediate:**

- Continuously review data entry procedures to ensure data quality and consistency.
- Immediately report to Data Entry Unit Leader any issues which can not be resolved by your unit with current resources.
- 

**Extended:**

- Document all actions, decisions, and interventions.
- Prepare end of shift report and present to oncoming Data Entry Supervisor.
- Plan for the possibility of extended deployment.
-



**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Planning/Intelligence  
Data Entry*

**Data Entry Technician**

**Reports to:** Data Entry Supervisor

**Mission:** *Accurately enter data.*

**Immediate:**

- Read this entire Job Action Sheet.
- Obtain briefing from Data Entry Supervisor.
- Familiarize self with core data elements and procedures.
- Check availability of supplies and equipment to perform assigned tasks and report any anticipated needs to supervisor.
- Enter information into data collection system in use during the event. Should an electronic system be unavailable, hand-tabulate data from paper records.
- Report any missing required data entry fields or data elements to the Data Entry Supervisor or Leader.
- 

**Intermediate:**

- Enter supplemental data as needed.
- Check data accuracy.
- Provide information to supervisor, identifying and reporting issues.
- Immediately report any data or fields that seem unusual to the Data Entry Supervisor or Leader.
- 

**Extended:**

- Continue to data enter as required.
- Plan for the possibility of extended deployment.
-

# **OPERATIONS SECTION**

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

Operations

**Operations Section Chief**

**Reports to:** Agency Incident Commander

**Mission:** *Activates and coordinates any units that may be required to achieve the goals of the Incident Action Plan (IAP). Directs the preparation of specific unit operational plans and requests and identifies and dispatches resources as necessary.*

**Immediate:**

- Receive appointment from Agency Incident Commander. Obtain packet containing section's Job Action Sheets.
- Read this entire Job Action Sheet and review organizational chart.
- Obtain briefing from Agency Incident Commander.
- Establish Operations Section Center in proximity to the Incident Command Post.
- Appoint Operations Section branch directors.
- Brief all Operations Section branch directors on current situation and develop the Section Action Plan (SAP).
- Add additional (or delete) tasks and distribute Job Action Sheets.
- Identify and report to Liaison Officer and/ or Finance/Administration Section Chief any tactical resources needed for the Incident Action Plan (IAP).
- Coordinate IT and data entry needs with Logistics and Planning/Intelligence Section Chiefs.
- 

**Intermediate:**

- Brief the Agency Incident Commander routinely on the status of the Operations Section.
- Coordinate and monitor Operations Section and available resources needed to achieve mission and request resources as needed.
- 

**Extended:**

- Maintain documentations of all actions and decisions on a continual basis – forwards completed unit activity log to Agency Incident Commander.
- Observe all staff for signs of stress. Report issues to Finance/Administration Section Chief.
- Provide rest periods and relief for staff.
- Prepare end of shift report and present to oncoming Operations Section Chief and Agency Incident Commander.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Health Information & Public Education*

**Essential Services of Public Health Branch Director**

**Reports to:** Operations Section Chief

**Mission:** *Identify those routine essential services that MUST be maintained during the agency disaster response period.*

**Immediate:**

- Confer with the Agency Incident Commander and Section Chiefs to determine an estimate of the projected length of the disaster response activities.
- Prepare a list of the essential services that must be maintained, as well as those that can be suspended and submit to the Agency Incident Commander and chief health official for approval.
- Inform the other Section Chiefs during the Incident Action Plan (IAP) development meeting in the Incident Command Post.
- Work with the Finance/Administration Section Chief and agency program directors to identify personnel who must be assigned to maintain usual services.
- Communicate to agency program directors which services will be maintained and which will be suspended.
- Direct the re-allocation of personnel to disaster or essential service duty.
- 

**Intermediate:**

- Develop a plan to communicate to the public which services are to be closed (and which will remain open).
- Monitor the success of maintaining the essential services.
- Re-evaluate the need to re-open (or close) existing services.
- Work closely with the other Section Chiefs and agency directors to ensure an adequate supply of personnel for essential services.
- Communicate unresolved problems or issues to Agency Incident Commander.
- 

**Extended:**

- Prepare an end of shift report for the Agency Incident Commander and chief health official.
- Make recommendations regarding need to alter essential services plan.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Field Response*

**Field Response Branch Director**

**Reports To:** Operations Section Chief

**Mission:** *Organize and direct the field operations activities. These may include environmental, Hazmat response, surveillance, specimen collection, scene personnel safety, communicable disease control and mass care.*

**Immediate:**

- Read this entire Job Action Sheet
- Obtain briefing from Operations Section Chief.
- Establish a Field Response Branch Center.
- Communicate your telephone and fax number to the agency Emergency Operations Center (EOC) and other Branch Directors.
- Review the Incident Action Plans (IAP) and Section Action Plans (SAPs), and determine the specific Field Response Sub-Units to be activated.
- Assign specific personnel to coordinate of the Field Response Sub-units.
- 

**Intermediate:**

- Convene a meeting for all Sub-Unit leaders, communicate IAP and SAP and assign tasks.
- Ascertain resources needed by each Sub-Unit, and arrange for procurement, transportation and delivery of these resources including personnel, supplies and equipment, to the appropriate site through the Logistics and Finance/Administration Section Chiefs.
- Maintain a log of all Sub-Unit objectives and staff assigned to each task.
- Ascertain progress and status and of each Sub-unit, and immediately report to the Operations Section Chief reports of conditions that are unsafe or situations that are not improving or deteriorating.
- Receive information from Sub-unit and transmit data through the Operations Section Chief to the Planning/Intelligence Section Data Center.
- Immediately report to the Operations Section Chief issues that cannot be resolved by your unit with current resources.
- 

**Extended:**

- Brief Operations Section Chief about status of field operation activities, and prepare a report for the oncoming Field Response Branch Director.
- Observe all staff for signs of stress, and report concerns to Section Chief.
- Document all actions, decisions and interventions.
- Prepare end of shift report for Section Chief and incoming Field Response Branch Director.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Field Response*

**Medical Consultant (Field Response Unit)**

**Reports to:** Field Response Branch Director

**Mission:** *Serve as the senior physician for the department of health, organize and direct medical support activities to public, staff, and other agencies.*

**Immediate:**

- Read entire Job Action Sheet.
- Obtain briefing from Field Response Branch Director and Operations Section Chief.
- Obtain the most current medical information on the conditions (and their treatment) that are most likely to occur as a result of the event (e.g. biological, chemical, etc.)
- Review Incident Action Plan (IAP) and Section Action Plan (SAP) to recommend the specific medical operations sub-units to be activated.
- 

**Intermediate:**

- Monitor the CDC, state health department and other resources for medical updates.
- Review all planned public information to assure medical accuracy and consistency with CDC and state health department message.
- Serve as medical consultant to the department of health and other agencies (hospitals, physicians, laboratories).
- Coordinate with Epidemiology Unit Leader to monitor list of affected persons.
- 

**Extended:**

- Continue as above.
- Document all actions, decisions, and interventions.
- Prepare end of shift report for Branch Director and incoming Medical Consultant.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Field Response*

**Field Response Coordinator**

**Reports to:** Field Response Branch Director

**Mission:** *Coordinate and communicate with other units to provide information and to request information/support/supplies.*

**Immediate:**

- Read entire Job Action Sheet.
- Obtain briefing from Field Response Branch Director.
- Based on extent of unit activation, determine sub-unit contacts for information flow and establish list for Field Response Branch Director.
- Establish contact with Health Information and Public Education Branch Director.
- 

**Intermediate:**

- Facilitate coordination and operation of all activities of field units.
- Provide relevant information to units as necessary.
- Request information, supplies, etc., as needed.
- 

**Extended:**

- Same as above.
- Prepare end of shift report for Field Response Branch Director and incoming Field Response Coordinator.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Field Response*

**Environmental Unit Leader**

**Reports to:** Field Response Branch Director

**Mission:** *Overall responsibility for assessing the environmental health aspect of the incident, determining the environmental interventions required and directing the response.*

**Immediate:**

- Read entire Job Action Sheet.
- Obtain briefing from the Field Response Branch Director, including the Incident Action Plan (IAP) and the Section Action Plan (SAP).
- Determine staffing needs and availability.
- 

**Intermediate:**

- Deploy staff as per IAP and SAP.
- Coordinate and request Personal Protective Equipment (PPE) and supplies for response staff if required.
- Direct and coordinate sampling and specimen collection or other actions as needed.
- 

**Extended:**

- Re-deploy or adjust sampling or field collection as required.
- Monitor staff for signs of fatigue.
- Prepare end of shift report for Field Response Branch Director and incoming Environmental Unit Leader.
- Plan for the possibility of extended deployment.
-



**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Field Response*

**Field Environmental Specimen Collector**

**Reports to:** Environmental Unit Leader

**Mission:** *Gather environmental samples.*

**Immediate:**

- Read entire Job Action Sheet.
- Obtain briefing from supervisor.
- Communicate/verify contact information.
- Obtain necessary supplies and equipment (bottles, coolers, etc.)
- 

**Intermediate:**

- Collect, label, and submit samples according to Standard Operating Procedures (SOP).
- Report to Environmental Unit Leader regularly as directed.
- Maintain chain of custody.
- 

**Extended:**

- Plan for the possibility of extended deployment.
- Debrief staff at the end of the shift and sign out to oncoming staff.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Field Response*

**Environmental Field Technical Specialist**

**Reports to:** Environmental Unit Leader

**Mission:** *Evaluate environmental/medical conditions at relevant facilities (such as water plants, hospitals, food facilities, waste water plants).*

**Immediate:**

- Read entire Job Action Sheet.
- Obtain briefing from the Environmental Unit Leader.
- Evaluate environmental/medical conditions at relevant facilities (water plants, hospitals, food facilities, waste water plants).
- Draw up or map sampling plans or floor plans for mass distribution clinic.
- 

**Intermediate:**

- Establish contact with Planning/Intelligence Unit to monitor assessments.
- Report findings and unusual events to Environmental Unit Leader.
- 

**Extended:**

- Same as above.
- Prepare end of shift report for incoming Field Environmental Specimen Collectors.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Field Response*

**Technical Environmental Liaison**

**Reports to:** Environmental Unit Leader

**Mission:** *To maintain contact between Field Coordinator and Field Response team members.*

**Immediate:**

- Read entire Job Action Sheet.
- Obtain briefing from Environmental Unit Leader and/or Field Response Coordinator.
- Set up reporting mechanism with Field Response Branch members.
- 

**Intermediate:**

- Establish contact at facilities to be inspected.
- Maintain a log of all communication and inspection schedules.
- Communicate needed contact information to Field Response Branch personnel.
- 

**Extended:**

- Continues as above.
- Prepares end of shift report for incoming Technical Environmental Liaison.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Field Response*

**Epidemiology Unit Leader**

**Reports to:** Field Response Branch Director

**Mission:** *Interpret pattern of disease, coordinate investigation, develop appropriate standardized tool to use in case investigations.*

**Immediate:**

- Read entire Job Action Sheet.
- Obtain briefing from Field Response Branch Director.
- Establish contact with Medical Consultant.
- Create standardized interview tool (questionnaire) or other data collection tool.
- Assess staffing needs and availability.
- Instruct appropriate staff in use of interview (or data collection) tools.
- 

**Intermediate:**

- Update and/or tailor standardized questionnaire or tool(s) as needed.
- Relate information back to Medical Consultant and Field Response Branch Director.
- Establish and maintain ongoing contact with Planning/Intelligence Section to coordinate data and analysis of information.
- Evaluate feedback from staff using tool.
- Obtain up to date information from neighboring jurisdictions, the CDC and state health department.
- 

**Extended:**

- Document all action decisions and intervention.
- Monitor staff for signs of fatigue.
- Prepare end of shift report for Field Response Branch Director and incoming Epidemiology Unit Leader.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Field Response*

**Epidemiology Investigation Site Coordinator**

**Reports to:** Epidemiology Unit Leader

**Mission:** *Coordinate collection of data, collate, and report data coming from field, direct investigative staff.*

**Immediate:**

- Read the entire Job Action Sheet.
- Obtain briefing from Epidemiology Unit Leader.
- Obtain facility-specific contacts or directive from the Technical Environmental Liaison.
- Direct staff for field assignments and brief on expected data to be collected and methods for collection.
- Review staff Personal Protective Equipment (PPE) needs if relevant.
- 

**Intermediate:**

- Redirect staff assignments as needed.
- Document all field site visits.
- Take steps to limit environmental hazards as indicated by Incident Action Plan (IAP) and/or Section Action Plan (SAP).
- 

**Extended:**

- Monitor staff for signs of fatigue and stress.
- Prepare end of shift report for Epidemiology Unit Leader and incoming Epidemiology Investigation Site Coordinator.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Field Response*

**Case Investigator**

**Reports to:** Epidemiology Investigation Site Coordinator

**Mission:** *To interview patients using designated questionnaire and protocol and document findings.*

**Immediate:**

- Read entire Job Action Sheet.
- Obtain briefing from Epidemiology Investigation Site Coordinator.
- Obtain and review response questionnaire.
- Obtain site interview schedule and facility contacts.
- Obtain transportation to site.
- 

**Intermediate:**

- Collect data as instructed.
- Report any concerns with data collection tool to the Epidemiology Investigation Site Coordinator.
- Turn in completed questionnaires to Epidemiology Investigation Site Coordinator.
- Report any unusual findings immediately to the Epidemiological Investigation Site Coordinator.
- 

**Extended:**

- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Field Response*

**Human Specimen Collector**  
 Nurse       Lab Technician

**Reports to:** Epidemiology Investigation Site Coordinator

**Mission:** *To be deployed as member of in field investigation team (Human Specimen Collectors) to visit individual homes or community-based sites to complete patient assessments and collect specimens (invasive procedure).*

**Specimen(s) to be collected:** \_\_\_\_\_

<p><b><u>(Nurse)</u></b> <b>Immediate:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Read entire Job Action Sheet.</li> <li><input type="checkbox"/> Obtain briefing from Epidemiology Investigation Site Coordinator and assignments (visits, sampling needs).</li> <li><input type="checkbox"/> Receive pre-packaged specimen collection packages, appropriate Person Protective Equipment (PPE) and sample storage requirement information.</li> <li><input type="checkbox"/> Conduct home/community site visit to complete assessment and collect specimen(s).</li> <li><input type="checkbox"/> Label specimen containers and store as appropriate.</li> <li><input type="checkbox"/></li> </ul> <p><b>Intermediate:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Return specimens to designated location.</li> <li><input type="checkbox"/> Ongoing as above.</li> <li><input type="checkbox"/> Report any unusual events or findings immediately to the Epidemiological Investigation Site Coordinator.</li> <li><input type="checkbox"/></li> </ul> <p><b>Extended:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Plan for the possibility of extended deployment.</li> <li><input type="checkbox"/></li> </ul>	<p><b><u>(Lab Technician)</u></b> <b>Immediate:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Read entire Job Action Sheet.</li> <li><input type="checkbox"/> Obtain Briefing from Epidemiology Investigation Site Coordinator and receive visit assignments.</li> <li><input type="checkbox"/> Receive pre-packaged phlebotomy packages and PPE and specimen storage or transport requirements.</li> <li><input type="checkbox"/> Conduct home/community site visit to collect specimen(s).</li> <li><input type="checkbox"/> Label specimen containers.</li> <li><input type="checkbox"/></li> </ul> <p><b>Intermediate:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Return specimens to designated location.</li> <li><input type="checkbox"/></li> </ul> <p><b>Extended:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Plan for the possibility of extended deployment.</li> <li><input type="checkbox"/></li> </ul>
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**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Field Response*

**Diagnostic Testing Coordinator**

**Reports to:** Epidemiology Investigation Site Coordinator

**Mission:** *Maintains the line listing of all laboratory testing results.*

**Immediate:**

- Read entire Job Action Sheet.
- Obtain briefing from Epidemiology Investigation Site Coordinator.
- Establish contact with testing sites.
- Establish contact with Planning/Intelligence Section to coordinate test result data.
- 

**Intermediate:**

- Coordinate IT needs through Logistics Section.
- Document all diagnostic values.
- Communicate all test results to the Epidemiology Unit Leader and Planning/Intelligence Section.
- 

**Extended:**

- Same as above.
- Prepare end of shift report for Epidemiology Investigation Site Coordinator and incoming Diagnostic Testing Coordinator.
- Plan for the possibility of extended deployment.
-



**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Field Response*

**Mass Care Operations Coordinator  
(Point of Distribution Center [POD])**

**Reports to:** Mass Care Unit Leader

**Mission:** *Oversee all Mass Distribution Operations (POD) clinical functions.*

**Immediate:**

- Read entire Job Action Sheet.
- Obtain briefing from Mass Care Unit Leader.
- Obtain list of assigned staff and site location.
- Work with Finance/Administration Section to ensure that all assigned staff are present and at work site.
- Work with Logistics Section to ensure that all necessary paperwork and supplies are in place at work location.
- Receive and forward all requests for additional personnel, equipment, supplies and transportation.
- Continually reassess work flow and patient flow.
- 

**Intermediate:**

- Ensure time and attendance is communicated to Mass Care Unit Leader on appropriate forms.
- Maintain log of all activities and communications.
- Ensure that issues are related to Mass Care Unit Leader ASAP.
- 

**Extended:**

- Monitor staff for signs of stress and fatigue.
- Monitor supplies.
- Prepare end of shift report for Mass Care Unit Leader and incoming Mass Care Operations Coordinator.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Field Response*

**Flow Monitor**

**Reports to:** Mass Care Operations Coordinator

**Mission:** *Assist all clinic participants, directing them to appropriate stations.*

**Immediate:**

- Read entire Job Action Sheet.
- Obtain briefing from Mass Care Operations Coordinator.
- Familiarize self with each station function and location.
- Direct clinic patients to the appropriate stations.
- 

**Intermediate:**

- Assist staff as necessary.
- Evaluate needs and report issues to Mass Care Operations Coordinator.
- 

**Extended:**

- Brief incoming flow monitor at end of shift.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Field Response*

**Patient Educator**

**Reports to:** Mass Care Operations Coordinator

**Mission:** *Provides patient education in preparation for receiving a vaccination or other treatment.*

**Immediate:**

- Provide education regarding effect, side effect and contraindications associated with the vaccine or other treatment.
- Respond to questions posed by potential vaccines.
- Review adverse events and when to seek medical care.
- Provide education on care of vaccine site and supplies if indicated.
- Assess audio-visual educational needs (VCR) and report to Mass Care Operations Coordinator.
- Assist patients in completing medical screening forms.
- Review all forms for completeness.
- Provide overview of clinic process.

**Intermediate:**

- Continue as above.
- 

**Extended:**

- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Field Response*

**Mass Care Operations (POD)  
Medical Consultant**

**Reports to:** Mass Care Operations Coordinator

**Mission:** *Provide medical consultation to patients.*

**Immediate:**

- Read Entire Job Action Sheet.
- Obtain Briefing from Mass Care Operations Coordinator.
- Review the Incident Action Plan (IAP) and the Section Action Plan (SAP).
- Meet with Mass Care Operations Coordinator and Clinical Staff to disseminate key medical information.
- 

**Intermediate:**

- Support Medical Screeners by providing medical consultation to patients taking part in clinic activities
- Maintain log of significant events.
- 

**Extended:**

- Prepare end of shift report and present to Mass Care Operations Coordinator and incoming POD Medical Consultant.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Field Response*

**Registration**

**Reports to:** Mass Care Operations Coordinator

**Mission:** *Greet and register clinic patients.*

**Immediate:**

- Read entire Job Action Sheet.
- Obtain briefing from Mass Care Operations Coordinator.
- Familiarize self with registration procedures and forms.
- Register patients and provide appropriate forms and instructions.
- Provide educational/information package.
- Obtain signatures on consent forms as specified in procedures.
- 

**Intermediate:**

- Direct patients to next appropriate station.
- 

**Extended:**

- Brief incoming registration staff at end of shift.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Field Response*

**Medical Screener**

**Reports to:** Mass Care Operations Coordinator

**Mission:** *Screen clinic participant for contraindications to vaccine/other treatment.*

**Immediate:**

- Read entire Job Action Sheet.
- Obtain briefing from Mass Care Operations Coordinator.
- Familiarize self with vaccine and/or medications being administered and contraindications.
- Interview patient and complete appropriate forms.
- Review patient medical information and contraindications to determine if individuals meet qualifications for vaccine/other treatment.
- Verify vaccination status.
- Collect specimens as needed.
- 

**Intermediate:**

- Refer patient to POD Medical Consultant as deemed necessary.
- Evaluate needs and report requests to Mass Care Operations Coordinator.
- 

**Extended:**

- Monitor supplies.
- Prepare end of shift report for Mass Care Operations Coordinator and Medical Screener.
- Plan for the possibility of extended deployment.
-

**Public Health****Incident Command System (ICS)  
Emergency Response  
Job Action Sheet***Operations  
Field Response***Shelter Nurse****Reports to:** Mass Care Operations Coordinator**Mission:** *Provides clinical support to clients housed in a Red Cross or other shelter.***Immediate:**

- Read entire Job Action Sheet.
- Obtain assignment briefing and assignment from Mass Care Operations Coordinator.
- Review shelter protocol.
- Report to shelter and the Shelter Manager.
- Set up station and check supplies.
- 

**Intermediate:**

- Maintain patient log including referrals, treatment, any red flag priorities.
- Complete initial client interview and screening to determine immediate medical needs document on medical record.
- Triage clients to a higher level of care as needed.
- Maintain contact with health department Medical Consultant.
- Provide first aid as needed.
- Complete medical records.
- Evaluate needs and report requests to Shelter Manager or Mass Care Operations Coordinator (based upon need).
- Monitor public health conditions within the shelter.
- 

**Extended:**

- Monitor supplies.
- Prepare end of shift report for Mass Care Operations Coordinator and incoming Shelter Nurse.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Field Response*

**Triage Nurse**

**Reports to:** Mass Care Operations Coordinator

**Mission:** *Assess individuals presenting for care and direct them to the appropriate level of care or care site.*

**Immediate:**

- Read entire Job Action Sheet.
- Obtain briefing from Operations Coordinator.
- Check equipment and supply expiration dates if appropriate.
- Conduct triage: emergent, urgent and non-urgent care.
- Refer to the appropriate level of care.
- Provide first aid as needed.
- 

**Intermediate:**

- Maintain patient assessment log.
- Prepare patient for transport to appropriate level of care.
- Evaluate needs and report requests to Mass Care Operations Coordinator.
- Maintain contact with POD Medical Consultant.
- 

**Extended:**

- Monitor supplies.
- Prepare end of shift report for Mass Care Operations Coordinator and incoming Triage Nurse.
- Plan for the possibility of extended deployment.
-



**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Field Response*

**Vaccinator**

**Reports to:** Mass Care Operations Coordinator

**Mission:** *Administer vaccines to qualified candidates. Vaccinators can be nurses, physicians, physician assistants or nurse practitioners or as designated by State Commissioner of Health.*

**Immediate:**

- Read entire Job Action Sheet.
- Obtain briefing from Mass Care Operations Coordinator.
- Obtain appropriate supplies and Personal Protective Equipment (PPE).
- Check expiration date and prepare vaccine for administration.
- Check for appropriate consent and patient signature.
- Fill out/sign vaccine administration/dispensing forms.
- Administer vaccine/Rx as appropriate.
- 

**Intermediate:**

- Monitor vaccine information (data) disposition.
- Evaluate needs and report requests to Mass Care Operations Coordinator.
- Maintain contact with POD Medical Consultant.
- 

**Extended:**

- Monitor supplies.
- Prepare end of shift report for Mass Care Operations Coordinator and incoming Vaccinator.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Field Response*

**Mass Care Operations (POD)  
Information Technology Specialist**

**Reports to:** Mass Care Operations Coordinator

**Mission:** *To assess, install, and maintain communication and technology specific needs of POD site.*

**Immediate:**

- Read entire Job Action Sheet.
- Obtain briefing from Mass Care Operations Coordinator.
- Identify assets and needs of POD site.
- Establish a communication center to communicate with and receive information from the Emergency Operations Center (EOC) and outside organizations.
- Report completion of established communications center to Mass Care Operations Coordinator and communicate additional needs as necessary.
- 

**Intermediate:**

- Setup registration, data entry, and other areas identified as requiring communication and technology assets.
- Monitor, support, and communicate ongoing IT needs of POD site to Mass Care Operations Coordinator.
- Document all requests, actions, and interventions in a work log.
- 

**Extended:**

- Prepare end of shift report and present to Mass Care Operations Coordinator.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Field Response*

**Vaccinator Assistant**

**Reports to:** Mass Care Operations Coordinator

**Mission:** *Complete paperwork during the vaccination process.*

**Immediate:**

- Read this entire Job Action Sheet.
- Obtain briefing from Mass Care Operations Coordinator & POD Medical Consultant.
- Review completed paperwork.
- Verify that patient qualified for vaccine.
- Obtain patient consent for vaccine.
- Witness consent (if indicated).
- Return completed form(s) to vaccinee.
- 

**Intermediate:**

- Observe vaccinee for signs/symptoms of anaphylactic reaction.
- Verify that all forms are completed and signed.
- 

**Extended:**

- Function as backup vaccinator.
- Verify the patient has all necessary supplies.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Health Information & Public Education*

**Health Information and Public Education Branch Director**

**Reports To:** Operations Section Chief

**Mission:** *Organize and coordinate the support to ensure functioning of internal and external communications.*

**Immediate:**

- Read this entire Job Action Sheet (JAS).
- Obtain briefing from Operations Section Chief and/or Public Information Officer (PIO).
- Review Incident Action Plan (IAP) and Section Action Plan (SAP), revise JAS as needed and assign staff.
- Establish a Risk Communications Center.
- Communicate your telephone and fax number to the agency Emergency Operations Center (EOC) and Section Chiefs in conjunction with Logistics Section Chief, assess current status of the internal and external telephone, cell phone, internet and communication systems.
- Establish or maintain the system for receiving communication from external agencies.
- Receive from Documentation Officer the list of pertinent phone numbers for internal and external offices.

**Intermediate:**

- Communicate with communication team members the work to be done and assign specific personnel to tasks.
- Maintain a log of all communication received and forward all new information to the appropriate section.
- Prepare communication materials to be disseminated by the agency.
- Have all clinical/medial information reviewed by the Medical Consultant for accuracy and consistency with CDC and state health department message before release.
- Obtain approval from the PIO and Operations Section Chief before releasing any information to the public or other agency.
- Immediately report to the Operations Unit leader issues that can not be resolved by your unit with current resources.

**Extended:**

- Ensure there are adequate supplies, equipment and materials to produce communication products.
- Provide an end of shift report for the oncoming Health Information Public Education Branch Director.
- Observe all staff for signs of stress, and report concerns Operations Section Chief.
- Document all actions, decisions and interventions
- Plan for the possibility of extended deployment

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Health Information & Public Education*

**Hotline Unit Leader**

**Reports to:** Health Information & Public Education (HIPE) Branch Director

**Mission:** *To organize and coordinate hotline function.*

**Immediate:**

- Read entire Job Action Sheet (JAS).
- Obtain briefing from HIPE Branch Director.
- Coordinate with Information Technology & Communication (ITAC) Unit in Logistics Section to set up telephones and computers as situation requires.
- Arrange for number of staff to operate hotline.
- Create shift for hotline staff.
- Create log sheet for telephone operators use.
- Obtain script from HIPE Branch Director.
- Conduct training of operators.
- Obtain bilingual or translation staff as needed.
- Familiarize yourself with script and up-to-minute information.
- Make copies of scripts and fact sheets for staff.
- Observe staff for stress levels and necessary for break.
- Address language needs.
- 

**Intermediate:**

- Communicate frequently with public education and health information leader for current information.
- Report Frequently Asked Questions (FAQs) or misinformation to HIPE Branch Director for inclusion in new script.
- Coordinate with Logistics Section to arrange for food, water, and bathroom for staff.
- Identify telephone for personal telephone calls.
- Handle difficult calls.
- Report unusual calls immediately to the HIPE Branch Director.
- 

**Extended:**

- Provide reports of telephone logs.
- Brief next shifts Hotline Unit Leader.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Health Information & Public Education*

## Hotline Telephone Operator

**Reports to:** Hotline Unit Leader

**Mission:** *Respond immediately to public crisis and concerns with appropriate and accurate information.*

**Immediate:**

- Read this entire Job Action Sheet (JAS).
- Obtain briefing from Hotline Unit Leader (includes training on telephone).
- Review questions and answers for script to be familiar with information.
- Maintain most current information sheet and/or script.
- 

**Intermediate:**

- Identify a person to refer specific calls to: media, doctor, supervisor, etc.
- Answer telephone inquiries of public.
- Keep a log of number of calls.
- Verify that you have most current information.
- Identify Frequently Asked Questions (FAQs) (or misinformation) from public and give this information to Hotline Unit Leader for inclusion in new scripts.
- Report unusual calls to the Hotline Unit Leader immediately.
- 

**Extended:**

- Prepare end of shift report and provide to supervisor and incoming Hotline Telephone Operator.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Health Information & Public Education*

**Information Distribution Unit Leader**

**Reports to:** Health Information & Public Education (HIPE) Branch Director

**Mission:** *To distribute accurate and appropriate information to the public.*

**Immediate:**

- Read complete Job Action Sheet (JAS).
- Obtain briefing from HIPE Branch Director.
- Familiarize yourself with technology in area (fax machine, telephone, copier, broadcast fax web site).
- Obtain current information from HIPE Branch Director.
- Identify routes of distribution: web site, outreach, workers, flyers, TV or radio Public Service Announcement (PSA), hotline, public information line, press release, emergency communication, broadcast fax, email.
- Identify staff for distribution (outreach workers, etc.)
- Copy flyers if necessary.
- Identifying sites of distribution: libraries, hospital, schools, community centers, senior centers, etc.
- Publish list of contacts appropriate for various needs.
- 

**Intermediate:**

- Conduct subsequent mailings using lists of identified target populations.
- Keep log of chart of distribution.
- 

**Extended:**

- Ensure manuals are in appropriate locations.
- Update telephone and fax numbers.
- Date and file copy of all information distributed.
- Update mailing addresses.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Health Information & Public Education*

**Clerk**

**Reports to:** Information Distribution Unit Leader

**Mission:** *Perform clerical duties.*

**Immediate:**

- Read entire Job Action Sheet (JAS).
- Obtain briefing from Information Distribution Unit Leader (where machines are located such as copiers, fax machines, printer, etc.)
- Copy flyers or other material.
- Stuff envelopes.
- Transport material to mailroom.
- Keep an inventory of paper and request as needed.
- File and perform copy services as directed.
- 

**Intermediate:**

- Assist with Health Education projects as specified by the Information Distribution Unit Leader.
- 

**Extended:**

- Plan for the possibility of extended deployment.
-



**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Health Information & Public Education*

**Media Facilitator**

**Reports to:** Health Information & Public Education (HIPE) Branch Director

**Mission:** *Arrange media interviews.*

**Immediate:**

- Read entire Job Action Sheet (JAS).
- Obtain briefing from HIPE.
- Arrange for media interviews (time and place, TV vs. radio vs. phone) with appropriate staff member designated through Health Information and Public Education Branch.
- Meet and greet media personnel in reception area and lead to interviewee.
- Ensure copies of press release or fact sheets for media are available.
- 

**Intermediate:**

- Fax and/or email information for Public Information Officer and Health Information and Public Education.
- Answer internal phone inquires for Public Information Officer and Health Information and Public Education.
- 

**Extended:**

- Assist with Health Education projects as specified by Health Information and Public Education Branch Director.
- Maintain log of media interviews.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Health Information & Public Education*

**Media Telephone Operator**

**Reports to:** Media Facilitator

**Mission:** *Answer media telephone lines, maintain telephone log.*

**Immediate:**

- Read entire Job Action Sheet (JAS).
- Obtain briefing from Media Facilitator.
- Answer media telephone lines using media contact information sheet (top half).
- Take messages on specific media needs.
- DO NOT answer media inquires or speak on behalf of the health department or give your opinion or “off the record” answers.
- Forward all media contact sheets to Media Facilitator.
- 

**Intermediate:**

- Fax and/or email information for Public Information Officer and Health Information and Public Education.
- 

**Extended:**

- Maintain phone log of calls.
- Assist HIPE Branch with projects as specified by HIPE Branch Director.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Health Information & Public Education*

**Public Information Writer**

**Reports to:** Health Information & Public Education (HIPE) Branch Director

**Mission:** *Write accurate and current information for internal and external communication.*

**Immediate:**

- Read entire Job Action Sheet (JAS).
- Obtain briefing from HIPE Branch Director.
- Research and collect data on events or agents.
- Identify audience and message.
- Write initial draft.
- Obtain approval from each identified individual.
- Incorporate translation services as needed.
- Format list of important phone numbers.
- 

**Intermediate:**

- Make changes and adjustments as necessary.
- Double check data for most current numbers or information.
- Add appropriate graphics to document.
- 

**Extended:**

- File final copy (with sign-offs).
- Send to information distributor/web site manager/hotline manager, etc.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Operations  
Health Information & Public Education*

**Webmaster**

**Reports to:** Health Information & Public Education (HIPE) Branch Director

**Mission:** *Maintain and update health department web site.*

**Immediate:**

- Read entire Job Action Sheet (JAS).
- Obtain briefing from HIPE Branch Director.
- Determine where (what page) new information should go or if you need a new page.
- Research information to be placed on web site.
- Research appropriate graphic and audio for inclusion on web site.
- Create web pages.
- Get approval from HIPE Branch Director.
- Publish web pages.
- Find appropriate links, such as Centers for Disease Control (CDC) and state department of health.
- 

**Intermediate:**

- Review web site for inaccurate or out-of-date information.
- Recommend web site changes to Health Information and Public Education Branch Director.
- 

**Extended:**

- Document changes to web site.
- Assist with internal phone calls.
- Assist with other tasks as directed by Health Information and Public Education Branch Director.
- Plan for the possibility of extended deployment.
-

# LOGISTICS SECTION

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

Logistics

**Logistics Section Chief**

**Reports to:** Agency Incident Commander

**Mission:** *Organize, direct and coordinate those operations associated with maintenance of the physical environment (facilities), security, personnel deployment (movement) and provide for adequate levels of shelter and supplies to support the mission's objectives.*

**Immediate:**

- Receive appointment from the Agency Incident Commander. Obtain packet containing Section's Job Action Sheets (JAS).
- Read this entire Job Action Sheet.
- Obtain briefing from Agency Incident Commander (AIC), including Incident Action Plan (IAP).
- Confer with appointed Logistics Section Unit Leaders and ensure the formulation and documentation of an incident-specific Section Action Plan (SAP) as approved by the Command Staff.
- Add additional (or delete) tasks and distribute Job Action Sheets.
- Distribute the corresponding Job Action Sheets with incident specific tasks.
- Establish Logistics Section Center in proximity to agency Emergency Operations Center (EOC).
- Advise AIC on current logistical service and support status.
- 

**Intermediate:**

- Update Logistics Section staff of new developments and receive Section status reports.
- Secure areas as needed to limit unauthorized personnel access.
- Obtain information and updates regularly from unit leaders and officers; maintain current status of all areas.
- Review IAP and estimate section needs for next operational period or shift through Liaison Officer, initiate contact with jurisdiction's emergency services agency for EMS, fire and police assistance when necessary.
- Prepare to manage large numbers of potential volunteers.
- Confer with Public Information Officer (PIO) to establish areas for media personnel.
- Obtain supplies as requested by Planning/Intelligence or Operations Sections.

**Extended:**

- Maintain documentation of all actions and decisions on a continual basis. Forward completed unit activity log to Finance/Administration Section Chief.
- Participate in the development and execution of the demobilization and make recommendations to AIC as necessary.
- Observe all staff for signs of stress, report issues to Safety Officer.
- Provide rest periods and relief for staff.
- Prepare end of shift report and present to oncoming Agency Incident Commander and Logistics Section Chief.
- Plan for the possibility of extended deployment.

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Logistics  
IT & Communication*

**Information Technology Communications Unit Leader (ITAC)**

**Reports To:** Logistics Section Chief

**Mission:** *Organize and coordinate IT asset support to ensure functioning of internal and external communications and data-related equipment.*

**Immediate:**

- Read this entire Job Action Sheet (JAS).
- Obtain briefing from Logistics Section Chief.
- Review Incident Action Plan (IAP) and Section Action Plan (SAP) and assign specific personnel to tasks.
- Establish a Communications Center.
- Communicate your telephone and fax number to the agency Emergency Operations Center (EOC) and other Section Chiefs.
- Assess current status and inventory of the internal and external communication resources (e.g., telephone, Nextel, internet, blackberries, fax machines, beepers, wireless laptops, radios, ISDN lines for video conferencing) and make a list of work to be done.
- Establish or maintain the system for receiving communication from external agencies.
- Meet with Communication Team unit staff to review IAP and SAP, and assign specific personnel to tasks.
- 

**Intermediate:**

- Maintain a log of all communication requests received and forward all new requests to Logistics Section Chief.
- Immediately report to the Logistics Section Chief issues that cannot be resolved by your unit with current resources.
- Work with IT to facilitate hardware, equipment and software installation.
- Ensure there are adequate supplies, equipment and materials to produce communication products.
- 

**Extended:**

- Brief Logistics Section Chief about status of computers, communication requirements and prepare report for on coming unit leader.
- Observe all staff for signs of stress, and report concerns to Logistics Section Chief.
- Document all actions, decisions and interventions.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Logistics  
IT & Communications*

**Information Technology and Communication Support (ITAC)**

**Reports to:** Information Technology & Communications (ITAC) Unit Leader

**Mission:** *To assess and distribute available communication equipment.*

**Immediate:**

- Read this entire Job Action Sheet (JAS).
- Obtain briefing from ITAC Unit Leader.
- Take inventory of equipment as directed (e.g., computers, laptops, telephones, cell phones, pagers and blackberries).
- Check functionality of equipment.
- Report status and equipment needs to ITAC Unit Leader.
- 

**Intermediate:**

- Assist ITAC Unit Leader in setting up data center and telephone bank if necessary.
- Distribute laptops, phones, etc., as needed.
- Assist ITAC Technician, if necessary, with on-sight repairs or changes.
- Provide IT and Communication support where needed.
- Request additional supplies if needed.
- 

**Extended:**

- Maintain an inventory log and distribution log.
- Prepare end of shift report and present to ITAC Unit Leader.
- Plan for the possibility of extended deployment.
-



**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Logistics  
Staff Support*

**Staff Support Unit Leader**

**Reports To:** Logistics Section Chief

**Mission:** *Assure the provision of logistical, subsistence and equipment support for incident response staff.*

**Immediate:**

- Read this entire Job Action Sheet.
- Obtain briefing from Logistics Section Chief.
- Establish Staff Support Unit Center.
- Review the Incident Action Plan (IAP) and Section Action Plan (SAP) and assign specific personnel as required.
- Communicate your telephone number to the agency Emergency Operations Center (EOC) and other Section Chiefs.
- 

**Intermediate:**

- Establish a log and document all requests for support.
- Identify and request support or resources needed from outside agencies and report to Logistics Section Chief.
- Prepare to assist with equipment salvage and or recovery.
- Plan for subsistence resources (e.g., food, water, rest space, hygiene supplies).
- 

**Extended:**

- Brief Logistics Section Chief about status of Staff Support Unit's activities and prepare for on coming Staff Support Unit Leader.
- Observe all staff closely for signs of stress and fatigue. Provide for personal staff rest periods and relief and report concerns to Logistics Section Chief.
- Assist staff with logistical and personal concerns; act as facilitator when appropriate.
- Document all actions, decisions and interventions.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Logistics  
Staff Support*

**Staff Nutritional and Personal Needs Manager**

**Reports to:** Staff Support Unit Leader

**Mission:** *Organize for food, water, refreshments and other personal support items such as soap, paper towels, toothpaste, toilet paper, housing, etc.*

**Immediate:**

- Read entire Job Action Sheet (JAS).
- Obtain briefing from Staff Support Unit Leader and/or Logistics Section Chief.
- Request briefing on current and proposed staffing situation.
- Monitor ongoing nutritional and personal item requirements of the staff and report such to the Staff Support Unit Leader.
- 

**Intermediate:**

- Obtain approved vendor list and accounting information.
- Create delivery schedule and coordinate through Staff Support Unit Leader.
- Document all actions, orders and deliveries.
- 

**Extended:**

- Prepare end of shift report and present to Staff Support Unit Leader.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Logistics  
Staff Support*

**Staff Operational Needs Manager**

**Reports to:** Staff Support Unit Leader

**Mission:** *Organize and supply response-specific equipment and supplies.*

**Immediate:**

- Read entire Job Action Sheet (JAS).
- Obtain briefing from Staff Support Unit Leader and/or Logistics Section Chief.
- Inventory equipment and supplies and project needs based upon requests from the Operations Section.
- Submit inventories and requests to Staff Support Unit Leader.
- 

**Intermediate:**

- Obtain approved vendor access instructions and required accounting information.
- Work with Finance/Administration Section to identify alternate methods for procurement and document suggestions to Staff Support Unit Leader.
- Document all actions, orders and deliveries.
- 

**Extended:**

- Prepare end of shift report and present to Staff Support Unit Leader.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Logistics  
Staff Support*

**Facility Manager**

**Reports to:** Staff Support Unit Leader

**Mission:** *Maintain and secure appropriate physical facilities to support the mission or assignment.*

**Immediate:**

- Read entire Job Action Sheet.
- Obtain briefing from Staff Support Unit Leader and/or Logistics Section Chief.
- Inventory and report on physical plant status to Staff Support Leader.
- 

**Intermediate:**

- Determine potential needs such as heat, electrical, furniture, fans, parking, delivery access, other physical plant issues.
- Ensure safety assessment of various sites and that recommendations are implemented.
- 

**Extended:**

- Document all information and actions.
- Prepare emergency evacuation plan if not already available in conjunction with Safety Officer.
- Prepare end of shift report and present to Staff Support Unit Leader.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Logistics  
Staff Support*

**Messenger/Runner**

**Reports to:** Staff Support Unit Leader

**Mission:** *To facilitate the flow of information or office supplies to the emergency response ICS units.*

**Immediate:**

- Read entire Job Action Sheet.
- Obtain briefing from Staff Support Unit Leader.
- Don comfortable shoes and clothing.
- Set up log form to record requests by type and location.
- Submit communication device request to Staff Support Unit Leader
- 

**Intermediate:**

- Procure any tools or support items (e.g, carts, boxes.)
- 

**Extended:**

- Document all actions and requests.
- Prepare end of shift report and present to Staff Support Unit Leader.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Logistics  
Transportation*

**Transportation Unit Leader**

**Reports To:** Logistics Section Chief

**Mission:** *Organize and arrange transportation for all personnel and resources.*

**Immediate:**

- Read this entire Job Action Sheet (JAS).
- Obtain briefing from Logistics Section Chief.
- Establish a Transportation Unit Center.
- Communicate your telephone and fax number to the agency Emergency Operations Center (EOC) and other Section Chiefs.
- Review Incident Action Plan (IAP) and Section Action Plan (SAP) to identify transportation requirements of the health department response personnel.
- Conduct an inventory of available transportation staff and vehicles, including vehicle type and location.
- Assure vehicle energy resources and access/dispatch instructions are available.
- Assure trip and travel log formats are established.
- Assign reservationists, dispatchers and drivers.
- 

**Intermediate:**

- Communicate with Transportation Unit members the specific work to be done for the shift, and assign specific personnel to tasks.
- Maintain a log of all transportation requests received, and staff and vehicles assigned.
- Immediately report issues that cannot be resolved by your unit with current resources to the Logistics Unit Leader.
- 

**Extended:**

- Brief Logistics Section Chief about status of drivers and vehicle availability, and prepare report for the oncoming Transportation Unit Leader.
- Observe all staff for signs of stress, and report concerns to Logistics Section Chief.
- Document all actions, decisions and interventions.
- Prepare end of shift report and present to Logistics Section Chief.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Logistics  
Transportation*

**Route Planner**

**Reports to:** Transportation Unit Leader

**Mission:** *Plan the best possible route under existing circumstances (current road/traffic conditions) for all required trips, and provide a map and/or written driving instructions for drivers.*

**Immediate:**

- Read entire Job Action Sheet (JAS).
- Obtain briefing and trip requests from Transportation Unit Leader.
- Route trips via PC when available (MapQuest), or manually via atlas/maps and through knowledge of county geography and roads.
- Provide Vehicle Manager with maps/driving instructions.
- 

**Intermediate:**

- Coordinate efforts with Transportation Unit Leader and Vehicle Manager.
- Maintain current status of road/traffic conditions via communications with Vehicle Manager (who receives updates from drivers), police, radio, etc.
- 

**Extended:**

- Prepare end of shift report and present to Transportation Unit Leader.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Logistics  
Transportation*

**Vehicle Manager (Key Master)**

**Reports to:** Transportation Unit Leader

**Mission:** *Ensure vehicle readiness.*

**Immediate:**

- Read entire Job Action Sheet (JAS).
- Obtain briefing from Transportation Unit Leader.
- Centralize vehicle dispatching (keys).
- Get supply of communication devices and maps for distribution to drivers.
- Identify authorize drivers and establish driver pool.
- Dispatch vehicles.
- Inventory type and number of vehicles available.
- 

**Intermediate:**

- Arrange service, repair, and refuel.
- Report findings to Transportation Unit Leader.
- Track vehicle distribution and availability
- 

**Extended:**

- Prepare end of shift report and present to Transportation Unit Leader.
- Plan for the possibility of extended deployment.
-



**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Logistics  
Transportation*

**Driver**

**Reports to:** Vehicle Manager

**Mission:** *Transport material/equipment/staff/supplies.*

**Immediate:**

- Read entire Job Action Sheet (JAS).
- Get keys and sign out vehicle from Vehicle Manager.
- Get assignment, map, directions, and communication device(s) from Vehicle Manager.
- 

**Intermediate:**

- Help maintain vehicle operations.
- Report road conditions.
- Return keys to Vehicle Manager when no longer needed.
- Assist Vehicle Manager with identifying additional vehicles and drivers.
- 

**Extended:**

- Report vehicle problems and communicate progress.
- Prepare end of shift report.
- Plan for the possibility of extended deployment.
-

## **FINANCE/ADMINISTRATION SECTION**

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Finance/Administration*

**Finance/Administration Section Chief**

**Reports to:** Agency Incident Commander

**Mission:** *Monitor the utilization of financial assets and human resources. Ensure the documentation of expenditures relevant to the emergency incident. Authorize expenditures to carry out the Incident Action Plan (IAP) and ensure appropriate documentation.*

**Immediate:**

- Receive appointment from Agency Incident Commander. Obtain packet containing Section's Job Action Sheets.
- Read this entire Job Action Sheet and review organizational chart that has been activated.
- Obtain briefing from Agency Incident Commander (AIC).
- Appoint Human Resource and Finance Unit Leaders.
- Inform team leaders of incident name.
- Obtain unique finance code for incident from the agency finance officer.
- Confer with appointed Unit leaders and ensure the formulation and documentation of an incident-specific Section Action Plan (SAP) as approved by the Command Staff.
- Distribute the corresponding Job Action Sheets with incident-specific tasks.
- Establish a Finance/Administration Section Operations Center near the Logistics Center and ensure adequate documentation/recording personnel.
- 

**Intermediate:**

- Approve a "cost-to-date" incident financial status in agreement with the AIC and summarize financial data as often as required by the nature of the incident, relative to personnel and hours worked, supplies and miscellaneous expenses including facilities and equipment.
- Obtain briefings and updates from Agency Incident Commander as appropriate.
- Relate into financial status reports.
- Schedule planning meetings with Unit Leaders to discuss updating the Section Action Plan and termination procedures.
- Authorize utilization or diversion of financial resources.
- 

**Extended:**

- Observe all staff for signs of stress.
- Provide rest periods and relief for staff. Review issues with the Safety Officer.
- Coordinate response regarding staff work related issues, assignments and questions and work with Human Resources Director as appropriate.
- Coordinate injury or incident reporting procedures and protocol with Safety Officer.
- Create end of shift report for Agency Incident Commander and the oncoming Finance/Administration Section Chief.
- Plan for the possibility of extended deployment.

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Finance/Administration  
Human Resources*

**Human Resources Unit Leader**

**Reports To:** Finance/Administration Section Chief

**Mission:** *Provide organizational support for securing adequate numbers and types of personnel to conduct the emergency response, and interpret jurisdiction and health department personnel policies/procedures and various collective bargaining agreements.*

**Immediate:**

- Read this entire Job Action Sheet.
- Obtain briefing from Finance/Administration Section Chief.
- Review Incident Action Plan (IAP) and Section Action Plan (SAP) and assign staff as needed.
- Communicate your telephone and fax number to the agency Emergency Operations Center (EOC) and other Section Chiefs.
- Establish a Human Resources Unit Center.
- Communicate with Human Resources Unit personnel the specific work to be done for the shift, and assign specific personnel to tasks.
- Communicate with the Safety Officer regarding status of personnel.
- Conduct an inventory of required staff, by title and emergency response functional role capabilities and notify Finance/Administration Section Chief of need for external resources.
- Establish a mechanism for receiving requests and queries from managers or staff personnel involved in the incident response.
- Establish Time & Leave tracking forms.
- Determine mechanism for collecting and processing time & leave and overtime data, for distributing forms and for retrieving and distributing payroll checks.
- 

**Intermediate:**

- Maintain a log of all staffing requests received, and staff assigned.
- Develop a roster of all volunteers to be used by Recruitment Specialist.
- Establish a mechanism to provide confidential psychological support services for health department responders.
- Immediately report to the Finance/Administration Section Chief leader issues that cannot be resolved by your unit with current resources.
- Establish a mechanism for reporting and investigation of all workers' compensation claims that arise out of emergency operations.
- Report to the Finance/Administration Section Chief issues that need to be resolved which may impact the response operations.
- Ascertain requirements for, and availability of, personnel for next 48-72 hours.
- 

**Extended:**

- Brief Finance/Administration Section Chief about the status of personnel matters, and prepare end of shift report for the oncoming Human Resources Unit Leader.
- Plan for the possibility of extended deployment.

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Finance/Administration  
Human Resource*

**Time and Leave Clerk**

**Reports to:** Human Resource Team Leader

**Mission:** *Secure, organize, and process time and leave information related to the emergency response.*

**Immediate:**

- Read Job Action Sheet.
- Report to and obtain briefing from Human Resources Unit Leader.
- Read materials provided by HR Unit Leader regarding time & leave administration for various collective bargaining units and instructions for automated time & leave processing.
- Identify time-keeping liaisons and provide them with appropriate tracking forms.
- Collect and reconcile time & leave data and enter into automated system.
- 

**Intermediate:**

- Maintain a backup log of time & leave usage and balances if manually processed time & leave is required.
- Report leave without pay to Payroll Specialist.
- 

**Extended:**

- Organize and maintain files.
- Prepare reports for senior administrative staff as required.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Finance/Administration  
Human Resource*

**Payroll Specialist**

**Reports to:** Human Resources Unit Leader

**Mission:** *Collect, organize, process overtime documents to allow for timely compensation for emergency response.*

**Immediate:**

- Read Job Action Sheet.
- Report to and obtain information from Human Resources Unit Leader.
- Read materials provided by HR Unit Leader regarding salary administration for various collective bargaining units and instructions for processing automated payroll.
- Identify overtime liaison in individual sections and provide appropriate forms.
- Collect overtime (O.T.) sheets.
- Reconcile/calculate and code overtime rates and data enter into automated system.
- Retrieve payroll checks from central finance office and determine method for distribution of pay checks.
- Distribute paychecks to staff.
- 

**Intermediate:**

- Maintain backup log of hours/costs if manually processed payroll is required.
- Provide automated hours/costs to health department finance office.
- 

**Extended:**

- Organize and file all payroll documents.
- Prepare reports for senior administrative staff as required.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Finance/Administration*

**Recruitment Specialist**

**Reports to:** Human Resources Unit Leader

**Mission:** *Identify and mobilize additional staffing resources for emergency response if necessary.*

**Immediate:**

- Read Job Action Sheet.
- Report to/obtain instructions from Human Resources Unit Leader.
- Identify availability of appropriate internal staffing resources in accordance with Section Action Plan (SAP) and emergency response functional role training and/or notify HR Unit Leader that external staffing resources are required.
- Establish a roster of staff secured for emergency response; roster to include staff assignment, location, schedule, supervisor, and status (Assigned, Available, or Out of Service).
- 

**Intermediate:**

- Refer any volunteers to the volunteer center designated to receive them for this incident (e.g., United Way, Red Cross.)
- Coordinate with outside agencies to secure staffing resources if directed by the HR Unit Leader.
- Initiate appropriate paperwork to process photo ID's and access cards, if directed by HR Unit Leader.
- Initiate rapid pre-clearance, medical and background checks, if directed by HR Unit Leader.
- Coordinate with Logistics Section Unit Leaders to secure necessary work space, communications equipment, computer program access, parking, and other support needs, if directed by HR Unit Leader.
- 

**Extended:**

- Identify resources as required to support the emergency response beyond 72 hours, if directed by HR Unit Leader.
- Organize and maintain files.
- Prepare reports for senior administrative staff as required.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Finance/Administration  
Finance*

**Finance Unit Leader**

**Reports To:** Finance/Administration Section Chief

**Mission:** *Provide organizational support for procurement resources and track the utilization and availability of assets for the response.*

**Immediate:**

- Read this entire Job Action Sheet.
- Obtain briefing from Finance/Administration Section Chief.
- Review Incident Action Plan (IAP) and Section Action Plan (SAP).
- Assign staff to other roles in Unit and distribute Job Action Sheets.
- Establish a Finance Unit Center.
- Assign codes for all resources expended during the response.
- Implement jurisdiction-wide emergency procurement process for effecting rapid procurement of major equipment or leases.
- Establish a mechanism for rapid review of requests and approval/release of fiscal resources for emergency procurement.
- 

**Intermediate:**

- Request Procurement Specialist and Human Resources Unit Leader.
- Maintain cost-to-date reports and submit to the Finance/Administration Chief.
- Maintain a requisition log, identifying all contracts initiated or activated during emergency response.
- Maintain a line of communication with Unit Leaders in Logistics and/or Operations Sections.
- Advise Finance/Administration Section Chief of any special procedures to be followed during this event.
- Immediately report to the Finance/Administration Section Chief issues that can not be resolved by your unit with current resources.
- 

**Extended:**

- Brief Finance/Administration Section Chief about finance matters, and prepare an end of shift report for the oncoming Finance Unit Leader.
- Observe all staff for signs of stress, and report concerns to Finance/Administration Section Chief.
- Document all actions, decisions and interventions.
- Plan for the possibility of extended deployment.
-



**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Finance/Administration  
Finance*

**Emergency Cost Reimbursement Accountant**

**Reports to:** Finance Unit Leader

**Mission:** *Ensure the finance information is adequately documented for auditing and reimbursement purposes and assures the determination of all eligible expenses.*

**Immediate:**

- Read this entire Job Action Sheet (JAS).
- Obtain briefing from Finance Unit Leader.
- Thoroughly review all financial regulations concerning eligible expenses and documentation required by all federal, state, local, and other agencies for reimbursement and reporting.
- Compile and review data collected by Procurement Specialist and Human Resources Unit Leader.
- Track and collect all backup documents.
- 

**Intermediate:**

- Continue above tasks.
- 

**Extended:**

- File and track reimbursements.
- Complete all cost documentation for all federal, state, and local reimbursement.
- Prepare an end of shift report for the oncoming Emergency Cost Reimbursement Accountant and Finance Unit Leader.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Finance/Administration  
Finance*

**Procurement Specialist**

**Reports to:** Finance Unit Leader

**Mission:** *Obtain supplies, equipment, and space as required in order to immediately help the department in emergency response activities.*

**Immediate:**

- Read this entire Job Action Sheet.
- Obtain briefing from the Finance Unit Leader.
- Establish liaison with jurisdiction's agency for purchasing and supplies.
- Procure data on quantity, kinds of equipment, cost and specifications from Planning/Intelligence, Operations and Logistics Sections.
- Advise Finance Unit Leader of any special procedures for any special procurement.
- Refer all unusual procurement requests to the Finance Unit Leader.
- 

**Intermediate:**

- Follow up on status of all orders and requests.
- Establish inventory of vendor information.
- Prepare report for Finance Unit Leader on a periodic basis to be determined.
- 

**Extended:**

- Prepare an end of shift report for the oncoming Procurement Specialist and Finance Unit Leader.
- Plan for the possibility of extended deployment.
-

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*Finance/Administration  
Finance*

**Accounting Clerk**

**Reports to:** Procurement Specialist

**Mission:** *Assures all requisitions are completed accurately and comply with county procurement regulations.*

**Immediate:**

- Read this entire Job Action Sheet.
- Obtain briefing from Procurement Specialist.
- Submit requisitions to Procurement Specialist for final approval and signoff.
- Review requisitions to ensure accuracy and completeness (which includes name assigned to incident and financial code).
- Capture all cost data and documentation (requisitions).
- 

**Intermediate:**

- Receive requisitions for approval and signoff.
- Follow up on payment to vendors.
- 

**Extended:**

- Collect and follow up on all receiving reports and required documentation.
- Prepare an end of shift report for the oncoming Accounting Clerk and Procurement Specialist.
- Plan for the possibility of extended deployment.
-

**APPENDIX 2 : FORMS**

**Department of Health**  
**INCIDENT ACTION PLAN (IAP)**

Incident \_\_\_\_\_ Date \_\_\_\_\_ Section/Position \_\_\_\_\_

<b>Officer:</b>	<b>For Time Period:</b>
<b>GOAL(S):</b>	<b>OBJECTIVES for Goal Achievement:</b>
	1.
	2.
	3.
	4.
	5.
<b>Resources Needed: from/time:</b>	<b>Obtained</b>
1.	
2.	
3.	
4.	
5.	
<b>Goals(s) Completed/Status to/time :</b>	<b>Reported</b>

Signature: \_\_\_\_\_ Position: \_\_\_\_\_ Time: \_\_\_\_\_

## Department of Health

### SECTION ACTION PLAN (SAP)

Incident	Date	Section/Position
<b>Officer:</b>	<b>For Time Period:</b>	
<b>GOAL(S):</b>	<b>OBJECTIVES for Goal Achievement:</b>	
	1.	
	2.	
	3.	
	4.	
	5.	
<b>Resources needed:</b>	<b>Obtained from/time:</b>	
1.		
2.		
3.		
4.		
5.		
<b>Goals(s) Completed/Status</b>	<b>Reported to/time:</b>	

Signature \_\_\_\_\_

Position \_\_\_\_\_

Time \_\_\_\_\_

**Public Health  
Incident Command System (ICS)  
Emergency Response  
Job Action Sheet**

*[Insert appropriate section (Operations, Logistics, etc.)]  
[Insert appropriate sub-section (unit, branch, etc.) (Optional)]*

<b>[Insert functional role title here]</b>
--

**Reports to:** [Insert name of supervising role (name of functional role, not name of person.)]

**Mission:** *[Insert mission of this role here.]*

**Immediate:**

- [Insert tasks that must be completed in the immediate time frame.]
- 
- [Leave one line blank for writing incident-specific tasks.]

**Intermediate:**

- [Insert tasks that must be completed in the intermediate time frame.]
- 
- [Leave one line blank for writing incident-specific tasks.]

**Extended:**

- [Insert tasks that must be completed in the intermediate time frame.]
- 
- [Leave one line blank for writing incident-specific tasks.]

## APPENDIX 3: SAMPLE EMERGENCY PLAN OUTLINE

Source: “Project Public Health Ready Criteria: Draft Individual LPHA Documentation Checklist, Fall 2004”<sup>1</sup> and *BtPREP: A Bioterrorism Response Plan Design Guide for Local Public Health Agencies* (NACCHO. CD-ROM)

See also: Rottman S, Shoaf K, Dorian A. *Writing a Disaster Plan: A Guide for Health Departments*. July 2005; First edition. UCLA Center for Public Health and Disasters. Accessed at <http://www.cphd.ucla.edu> on August 30, 2005.

- A. **Plan update:** The plan is dated as reviewed/revised within one year of submission.
- B. **Authority, Signatures and Acknowledgement**
  - 1. List of agency representatives participating in the plan’s development and to whom the plan applies and acknowledgements by the agencies participating in the planning process.
  - 2. Statement signed by municipal authorities acknowledging adoption, or support, of the plan and including citations of applicable statutes or administrative rules governing the plan’s creation and use (this item is dependent upon local and state legal practice).
- C. **Table of Contents:** Sets forth sections and subsections with an appropriate pagination scheme. Ideally, this scheme should be consistent with the Local and State Civil Defense Emergency Management Agency’s Emergency Response Plan.
- D. **Purpose/Introductory Material:** Sets forth the purpose of the plan/overview and introduction to the plan.
- E. **Situation and Assumptions:**
  - 1. Description of situations likely to affect local emergency response - unique vulnerabilities and distinguishing characteristics that may affect the circumstances of an emergency event.
  - 2. Consideration of availability and surge capacity of personnel, treatment facilities, laboratories, redundant communications, pharmacologic supplies and security; in relation to scope and duration for anticipated events.
  - 3. Acknowledgement of mutual aid agreements, if available.
- F. **Role(s) and Responsibility:** In table or other format, a description of the emergency response responsibilities of the local emergency agency(ies) or team(s). This table indicates the primary and secondary support roles for local, state and federal asset acquisition. Describe roles and responsibilities for ESF-8 functions [Emergency Support Function 8: Health and Medical Support]<sup>2</sup>.
  - 1. List, table or other format indicating the necessary roles to be filled during response operations and detail of the specific functions of each role.
  - 2. Identification of the LPHA response roles and associated response functions for:
    - a. Command and Control

<sup>1</sup> Project Public Health Ready. Criteria: Draft Individual LPHA Documentation Checklist. Fall 2004: <http://archive.naccho.org/Public-Health-Ready/Criteria.pdf>. Accessed on March 8, 2004.

<sup>2</sup> “Emergency Support Function (ESF) #8 – Public Health and Medical Services provides the mechanism for coordinated Federal assistance to supplement State, local, and tribal resources in response to public health and medical care needs....” (Department of Homeland Security. National Response Plan, Emergency Support Function (ESF) Annexes, page ESF #8-1. December 2004: [http://www.dhs.gov/dhspublic/interapp/editorial/editorial\\_0566.xml](http://www.dhs.gov/dhspublic/interapp/editorial/editorial_0566.xml). Accessed March 9, 2005.)

- b. Communication
- c. Early Recognition and Surveillance
- d. Investigation
- e. Epidemiology
- f. Sample Testing, including:
  - 1. Evidence of current packaging and shipping regulations on infectious substances and dangerous goods.
  - 2. Capability to transport specimens/samples to a confirmatory reference lab on nights, weekends, and holidays.
- g. Evidence Management
- h. Mass Prophylaxis and Immunization
- i. Mass Patient Care
- j. Mass Fatality Management
- k. Environmental Surety
- l. Mental Health of Public Health Emergency Response Personnel

**G. Concept of Operations:** What should happen, when and under whose direction.

1. Description of organizational structure to be used for coordinating response (typically Incident or Unified Command System).
2. Overall approach to organizing and coordinating the response to a public health emergency, accounting for existing emergency response structures and facilities (as noted above).
3. Description of anticipated operational activities including each agency's role and responsibilities.
4. Preliminary Circumstance Matrix to indicate when "to consider deploying specific response activities and procedures" (an example is provided in *BtPREP*, Template F-1) to detail outbreak investigations.
5. Surge Capacity: Expected Outcome to delineate response capability/capacity of local, state, federal and private resources (e.g., defining the limits of present capabilities, internal agency surge capacity, and determining when to ask for higher order support based on models or past experience; how far can an agency or partner manage with present human and physical resources before asking for outside/jurisdictional assistance).
6. Identification of the Local Public Health Agency (LPHA) response roles and associated response functions for:
  - a. Command and Control
  - b. Communication
  - c. Early Recognition and Surveillance
  - d. Investigation
  - e. Epidemiology
  - f. Sample testing
    - 1. Evidence of current packaging and shipping regulations on infectious substances and dangerous goods.



2. Capability to transport specimens/samples to a confirmatory reference lab on nights, weekends, and holidays.
  - g. Evidence Management
  - h. Mass Prophylaxis and Immunization
  - i. Mass Patient Care
  - j. Mass Fatality Management
  - k. Environmental Surety
  - l. Mental Health of Public Health Emergency Response Personnel
- H. Activation Circumstances**
1. Activation/Execution matrix or narrative description (activated from initiation to resolution, an example of this is Figure 12 in BtPREP).
  2. Identification of indicators that suggest a possible bioterrorist event has occurred.
  3. Response actions to be taken, by whom and how documented (resources include Template G-1 and Template I-1, as well as Table 16 in BtPREP).
- I. Event Sequence Following Activation** – Standard Operating Procedures (SOPs), decision matrix, flow chart, decision tree or other format describing the following (an example of a decision matrix is included in *BtPREP*, Template H-1):
1. Who – responsible agency(ies)
  2. What – type of activity(ies)
  3. Where – location of activity(ies)
  4. When – timing of the activity(ies)
  5. How – procedures to be followed
- J. Tribal/International/Military Installations and Neighboring Jurisdictions:** The LPHA submits evidence of efforts to coordinate with neighboring jurisdictions, and if applicable, with tribal/international/military installations to do the following tasks:
1. Identify the installations or neighboring jurisdictions the LPHA jurisdiction shares borders with.
  2. Jointly participate in disaster planning meetings (e.g., city-state-tribal collaboration or city-state-international collaboration). Evidence includes one or more of the following:
    - a. Invitation from the LPHA to installations or neighboring jurisdictions to participate in planning process.
    - b. Meetings notes or minutes.
    - c. Indicate installation or neighboring jurisdiction part of LPHA response plan development committee (Refer to PPHR Measure #1-Item B).
    - d. If available, mutual aid agreement.
  3. Health alert messages
    - a. Evidence includes sample health alert messages that have been shared by the LPHA with the installations or neighboring jurisdictions.
  4. Epidemiological data
    - a. Evidence includes epidemiological data shared by the LPHA with the installations or neighboring jurisdictions.

5. Laboratory data
  - a. Evidence includes a description of how lab samples would be tested and results shared with installations or neighboring jurisdictions.
6. Mutual aid across borders and boundaries. Evidence includes one or more of the following:
  - a. A description on the process by which the LPHA is working to develop a mutual aid agreement with the installations or neighboring jurisdictions;
  - b. If available, mutual aid agreements;
  - c. If your state health department is responsible for all mutual aid agreements, submit appropriate reference to these agreements.

## **K. Appendices**

1. Notification tree/activation information:
  - a. Whom to notify and at what level (alert, standby, report, etc.)
  - b. Responsible party(s) for notification, alerts, mobilization
  - c. Pertinent contact information (EOC, phone, cell, fax, etc.)
  - d. Method of notification
  - e. Where to report
2. Communication plan
  - a. Interdepartmental
  - b. Media relations
  - c. Public Information
  - d. Joint Information Center
  - e. Partner Notification (How sending, receiving, and interacting with the Health Alert Network)
  - f. Essential Service Designation
3. Information on specific agents of terrorism
4. Supporting and/or reference documents, as needed

## **L. Quarantine & Isolation**

1. The statutory or regulatory process in the jurisdiction to order individual quarantine and isolation.
2. The statutory or regulatory process in the jurisdiction to order mass quarantine and isolation.

## RESOURCE DIRECTORY

### **Centers for Public Health Preparedness Resource Center**

Maintained by the Association of Schools of Public Health, this database provides descriptions of and links to ICS and other preparedness training material produced specifically for public health agencies.  
<http://www.asph.org/acphp/phprc.cfm>

### **Federal Emergency Management Agency (FEMA):**

This portal is a starting point for access to Emergency Management Institute (EMI), independent study courses (IS), National Emergency Training Center's (NETC) Virtual Campus, and face-to-face courses.  
<http://training.fema.gov/>

### **Hospital Emergency Incident Command System**

<http://www.emsa.ca.gov/Dms2/heics3.htm>

### **National Association of County and City Health Officials (NACCHO)**

*Managing Public Health Activities Using the Incident Management System CD-ROM Training Course and Student Guide.*

<http://www.naccho.org/pubs/detail.cfm?id=178>

### **National Incident Management System (NIMS)**

See the core NIMS document, including:

Chapter II, Section A: Incident Command System (pages 7-26)

Appendix A "The Incident Command System" (pages 63-138)

Glossary of Key Terms (pages 127 – 138)

Acronyms (page 139)

<http://www.fema.gov/nims/>

### **National Wildfire Coordinating Group**

An extensive collection of manuals and supporting materials for the 17 modules of the Incident Command System National Training Curriculum (1994):

<http://www.nwccg.gov/pms/forms/ics.htm>

### **Occupation Safety & Health Administration**

Incident Command System eTool

<http://www.osha.gov/SLTC/etools/ics/>

## FEEDBACK

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